5 High Impact Early Win Areas of Focus

Problems and Potential Solutions

Managers must sift through too many resumes to find qualified applicants	**Impact:** Significant effort and time is spent assessing unqualified applications **Solution**: Include Pre-screening questions as part of the application process; Introduce skills/competency assessment as part of application evaluation
Position descriptions are too lengthy, lack clarity on specific job details and experience required	**Impact:** Receive a high volume of unqualified applicants per posted position **Solution:** Leader Education – Promote importance of the Job Posting and how it impacts the entire hiring process; Partner with Talent Acquisition Team for Job Posting Guidance and Resources
Gap between candidate salary expectations and position salary range	**Impact:** We lose candidates at time of offer to competition **Solution:** Post two ranges 1) Band range and 2) Hiring Target range; Update Recruitment Module to accommodate Hiring Target range; educate hiring managers to speak about Total Rewards or working at McMaster
Non-skill and experience related interview questions and protocols vary across the university	**Impact:** Introduces a potential risk for equal access to jobs and a risk to University Reputation **Solution:** Guidelines and standards for creation and use of rubrics within the hiring process; Utilize third party for reference confirmations; establish communication protocol for applicants and candidates
Inaccurate assignment of interim positions (especially in research roles)	**Impact:** Introduces risk to fair & equitable treatment of McMaster employees **Solution**: Training for Researchers looking for grants to generate universal awareness and understanding of all budgetary considerations (salary and benefits) for funded positions; HR transactional support for Researchers

McMaster University